

# EBU ANNUAL REPORT 2011-12

RTVSH	CR	IRIB	GRMC	SER
ENTV	CT	RTE	SNRT	SVT
ENRS	DR	TG4	RTCG	SR
TDA	TV2	IBA	NPO	UR
RTVA	ERTU	RAI	RNZ	SE/TV4
AMPTV	ERR	FTN	TVNZ	SRG SSR
ABC	MTV	NACB	NRK	ORTAS
Free	YLE	NHK	NO/TV2	RTTT
SBSC	E1	TBS	ODGRT	TRT
ORF	TF1	TFM	TVP	NTU/NRU
ICTI / ITV	FTV	JRTV	PR	BBC
NBAB	CANAL+	KBS	RTP	ITV
BTRC	RF	LR	JCC	Channel 4
RTBF	GBP	LT	ROR	S4C
VRT	TEME	TL	TVR	ABC
BHRT	RB	LJB	C1R	CBS
RC	ARD	LRT	RDO	NPR
BNR	ZDF	CLT	RTR	NBC
BNT	ERT	ERSL	SMRTV	NYPR
CBC/SRC	RTHK	MKRTV	RTS	APM
UCCTV	TVB	RTM	RTVS	WFMT
CCTV	MR	PBS	RTVSLO	RV
HRT	MTV	MR/TVM	SABC	
CBC	RUV	MBC	COPE	
ICRT	AIR	TRM	RTVE	

OPERATING EUROVISION AND EURORADIO





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# A UNION FOCUSSED ON THE FUTURE

The EBU and its Members must continue to adapt to the rapidly converging media environment to ensure the primacy of public service media (PSM) now and for the future. To this end, the Executive Board, guided by the strategic focus Members adopted at the 2009 Summer General Assembly in Copenhagen, has overseen a number of major changes in direction and structure in response to the strategic objectives defined by Members.

EBU Geneva has been restructured to enable the organization to expand and improve the existing pallet of high-quality services provided to Members. These structural changes have sparked the creation of innovative services that Members themselves can use to adapt to the converging media environment.

Aware of the financial difficulties facing Members, the Board has maintained a watchful eye over the EBU's finances. Since Copenhagen, its financial equilibrium has been restored, but the Board will continue to focus on the cost and revenue structures of operational activities. This will ensure a stable financial framework for the future.

The Board is especially proud of the achievements of the Special Assistance Programme (SAP) in eastern Europe, and most recently in Tunisia. Through SAP, the EBU has not only empowered Members to better serve the public, but also established valuable alliances with international inter-governmental and non-governmental organizations, which support PSM and their mission. These alliances are especially important as we face increasing political attacks against PSM from commercial media and others.

It is also important to remember that the SAP embodies the principle of solidarity, which is at the heart of our Union – one of the distinctive PSM values that set us apart from commercial media. I am therefore pleased that a declaration of these values is being finalized for adoption at our 2012 Summer General Assembly. This, in combination with the SAP and our reinforced presence in Brussels,

reflects the determination of the Board to raise the profile of PSM in accordance with the wishes of our Members.

Progress is being made on many fronts, but there is still much to achieve to ensure that PSM will play an active role in defining the future media environment. To this end, we will continue to refine our strategic focus for the coming years. I look forward to working with Members to seize this initiative and build momentum.

**Jean-Paul Philippot**  
President, EBU



# A TIME FOR CHANGE

The EBU's fortunes are inextricably bound to those of our Members. So we, like them, must perpetually modernize and evolve in order to succeed. As such, the past 12 months have seen us implement measures to build a new, fresher EBU from foundations laid in the preceding years. This was a time when ideas became realities and when ambitious plans began to bear fruit.

Things are looking up. Financially, we are better positioned now than in recent years. Through bold restructuring and a rigorous cost review we have already cut outgoings by about 10%.

In addition, this was an extremely eventful news year, with a succession of must-have, globally-relevant stories that kept our News & Events staff abuzz and the network humming.

The Sports & Business Department has also begun to reap the rewards of the new rights acquisition strategy along with other reforms designed to make us more alluring to sports federations and increase our market clout. Virtually all our media rights portfolio has been renewed, and even bolstered with some exciting new properties. What is more, we have taken our network business to a new level, forging an exclusive, unprecedented transmission partnership with UEFA that could herald a new era in our dealings with the sports broadcast world.

Our ultimate goal is to align ourselves with the anticipated future priorities of our Members. For example, we have created a consolidated Media Department, merging the Television and Radio Departments, News Services and EBU Training, to reflect the media convergence that is now an industry standard. And we have ploughed more energy into providing consulting services and expert training for Members in need of support on a wide range of issues.

2012 will be a huge year for the EBU. We will deliver both the UEFA Euro 2012™ European Football Championship and the London 2012 Olympic and Paralympic Games this summer, as well as many other high-profile sports events. And we plan to

take the Future Network Architecture (FUNA) project to the next level. Once consensus has been reached on its specifics, FUNA will enable us to create a smorgasbord of new, key services.

Today we are rapidly building momentum as the EBU emerges from a testing period and heads towards a brighter future. We will continue to build on the services we provide and to develop new, distinctive ones that meet the requirements of our Members. Wherever there is a need – be it in terms of network, culture, training, lobbying or consulting – we will strive to fulfil it.

**Ingrid Deltenre**  
EBU Director General



# MEMBER BENEFITS

To join the EBU is to enter a community of national media organizations whose strength is unity: the combined resources of the world's most authoritative media collective. When an organization places its trust in the EBU, it enters a pact that provides personal, professional and organizational support in key areas.

## RIGHTS

The EBU negotiates and concludes major contracts on behalf of EBU Members, including the 2018 and 2022 FIFA World Cup™ in Russia and in Qatar, the Euro 2012™, Tour de France cycling, IAAF athletics, the New Year's Eve concerts of the Vienna Philharmonic, the weekly concerts of the New York Metropolitan, and many more.

## LIVE EVENTS

The EBU manages live sport and events, providing infrastructure, on-site facilities and network capacity. We offer host broadcaster services and coordinate liaison with organizing committees at major events, such as the International Olympic Committee (IOC), IAAF (athletics) and FINA (swimming).

## NETWORK TRANSMISSIONS

The Eurovision Network is the largest in the world directly connected to broadcasters. It is unique in seamlessly combining a dedicated satellite and fibre system covering Europe, the Middle East, North Africa, Asia, Australia and the Americas. New multimedia additions include catch-up TV, archiving and fully managed streaming solutions.

## PROGRAMME EXCHANGES

The EBU's Eurovision News Exchange is the world's largest clearing house for broadcast content. Rolling exchanges of material give Members unrivalled access to must-have coverage of news,

sports and events all over the world. The extensive music exchange delivers around 3,800 concerts and operas via the Euroradio network annually.

## COPRODUCTIONS

The EBU coordinated 44 television coproductions over the past 12 months, including factual, drama, animation and entertainment genres. The EBU's spectacular, the Eurovision Song Contest, has the highest audience figures for an annual live entertainment event in the world – up to 125 million viewers leading to the final.

## TECHNICAL EXPERTISE

The EBU collaborates with international organizations to promote uniform, open technical standards and drive innovation. Our Technology & Development Department is a trusted source of industry know-how. EBU speakers are in demand at industry symposiums, and their technical knowledge and opinions are frequently sought by journalists.

## LEGAL SUPPORT

The Legal Department monitors key cases and amendments to EU law, anticipating any potential ramifications and communicating them to Members. The legal team also provides advice and support continuously and as required at national and EU level.

## MARKET INTELLIGENCE

The EBU's research unit, Media Intelligence Services (MIS), provides Members with the latest intelligence affecting their operations. Over the past year the team has published comprehensive analyses of PSM funding, TV news consumption, public radio and new media platforms, and the European TV market.



## TRAINING

EBU TRAINING enhances the skills and knowledge of Members' staff to maximize market opportunities. In addition, the unit offers bespoke training for Members on topics that include management, editorial standards and journalist safety.

## PROMOTING PSM

The EBU Public Affairs & Member Relations Department ensures that the voice of PSM resonates on the international stage through key communication events and face-to-face meetings with decision-makers. Our Communications team is dedicated to ensuring the broadest possible audience of decision-makers is fully informed of the importance of PSM – and thereby our Members – in shaping and enhancing civic and social values.

## LOBBYING FOR PSM IN BRUSSELS

A central element of our public affairs strategy is to ensure the interests of Members are protected whenever regulatory changes occur at EU level. We scrutinize European legislative proposals before exploring the implications with MEPs and other decision-makers, pushing for a legal framework that allows our Members to operate with peak efficiency.

## SOLIDARITY

Through the Special Assistance Project (SAP) we offer crucial, case-by-case support and guidance to Members encountering serious political, technical or financial strife. It is a solidarity-based initiative through which the EBU provides consultancy on strategic, technical or organizational matters.

### EBU facts

- We deliver more than 45,000 news and sports stories annually in the Eurovision News Exchange network.
- We provide more than 1,900 hours of programming to Members every year, including animation, fiction, documentary series, and classical music.
- Our network carries more than 30,000 hours of live sports events annually.
- 25 sports federations representing 17 Olympic sports maintain long-standing relationships with the EBU.







# PROGRAMMES

"As platforms converge, transforming the media landscape, the EBU has been swift to respond. The creation of a new Media Department consolidates television, radio, news services and training, facilitating the multiplatform coordination, distribution and creation of content. Today, content is produced for consumption via multiple platforms that offer the ultimate choice: radio, TV, the open internet or social media. Far from diluting individual media, the distinctive strengths of radio, TV and the internet are enhanced through cross-exposure. Our goal is to be indispensable to Members: a benchmark of excellence for innovation and efficiency, combining cutting-edge technology and expertise to engender superior journalism and content."

Annika Nyberg Frankenhaeuser  
Director, Media Department



## NEWS AND SPECIAL EVENTS

The need for reliable, independent journalism has never been so great – nor the EBU so uniquely placed to meet Members' needs. The past twelve months were tumultuous, marked by revolutions in Tunisia, Egypt and Libya and ongoing unrest in Syria.

The Eurovision News Exchange helped Members report these and other stories, capturing historic moments and acts of simple civilian courage. It was also the means by which Members enriched their content, by sharing both domestic coverage and pictures from difficult-to-access locations.



### How the News Exchange enriches Members' coverage:

Following the devastating earthquake and tsunami in Japan in April 2011, Associate Member NHK provided EBU Members with 72 hours of unbroken coverage through the Eurovision News Exchange.

NOS (Netherlands), TRT (Turkey), TV2 (Denmark) and VRT (Belgium) shared the final remonstrations of doomed dictators, as well as personal accounts from the streets of Benghazi, Cairo, Tunis and remote Arab Spring locations.

When scores of teenage Norwegians died in an unimaginable massacre on the island of Utøya in July, EBU Members NRK and TV2 provided unrivalled coverage to the News Exchange and its participants.

In March 2012, the world media spotlight turned to a horrific accident in which 28 Belgians – including 22 children – were killed in a coach crash in a tunnel in Switzerland. Swiss Member SRG SSR provided the News Exchange with the first pictures from the scene, well ahead of competing news agencies.

Belgian members VRT and RTBF followed with reactions from local schools, the Belgian Royal family and politicians. Eurovision Special News Events established a feed-point in Sion to speed transmissions, while SRG SSR offered the services of a reporter to Members unable to attend the scene, illustrating the benefits of Member cooperation.

### Special events

Breaking news kept the Special News Events team on alert. In all, 225 operations were mounted, resulting in almost a quarter of a million minutes of transmission.

The Special Events team was on the ground providing live two-way interviews and correspondent-package filing, media centre management, pool access and host coverage distribution for:

- The beatification of Pope John Paul II
- Key moments of the Arab Spring
- Events surrounding the death of Osama Bin Laden
- The aftermath of the Japanese tsunami and nuclear crisis
- The Norwegian massacre
- Royal weddings in the UK and Monaco
- The IOC session in Durban
- The EU, G8, G20 and NATO summits
- The Russian and Iranian elections
- South Sudan independence
- The World Economic Forum in Davos
- Major European film festivals
- The Costa Concordia cruise liner accident



### MARKING OUR CONTENT

A pilot scheme to 'watermark' content with a special logo enabled us to monitor the on-air use of Eurovision News Exchange material. The figures are impressive: the BBC production of the wedding of Prince William and Catherine Middleton was broadcast more than 5,500 times by Members.

### TRANSITION-TO-FILE

Progress is being made in the Transition-to-File (TTF) project, and by June 2012 more than half of contributing Members plan to offer their edited items in file form. TTF exploits technological advancements to mirror modern newsroom workflows and provide new services. Crucially, it allows Members to contribute and receive exchange items as files from the office or in the field: a mobile exchange for correspondents anywhere. A TTF platform demonstration will be held in Geneva in September 2012, and a collaboration between Members and EBU Geneva will ensure that the News Exchange continues to meet Members' evolving needs.

## SPORTS NEWS EXCHANGE

With hourly news bulletins on offer 24/7, there is an incessant demand for new and updated material. Our exclusive material distinguishes Members from their commercial competitors.

During 2011, there were 16 live sports news events, including FIFA press conferences; 7,000 items were exchanged, showing a trend towards increased contributions from independent production companies, or content provided via downlink/download and editing in Geneva.





# FORMAT HIGHLIGHTS

From entertainment to science and education; from documentaries to fiction and animation series, the EBU offers Members the opportunity to exchange programme ideas and best practices leading to high-quality coproductions.

## Eurovision Young Dancers

After a break of four years, the format of the Eurovision Young Dancers competition was revamped in 2011, turning it into a fusion of dance styles and broadening its audience appeal. The new format, showcased by Norwegian host broadcaster NRK, featured solo performances by each participant and then a group dance, leading to a 'dance-off' to decide the winner.

## Eurovision Song Contest

The EBU is taking steps to ensure the dream of hosting the ESC remains alive to all Members. Eurovision's executive supervisor has come up with a financial break-even model to limit costs and enable the Contest to be staged on a smaller scale if required. Organizers are also focused on ways to keep the format fresh while keeping true to the tradition of the contest.

## Magic Circus

A record eight PSM organizations broadcast the unique EBU coproduction The Magic Circus Show during prime-time family slots over the Christmas 2011 period. The format, featuring European children performing circus acts under a big top in Geneva, is in its third year.



## VIENNA PHILHARMONIC ORCHESTRA

The EBU renewed its distribution agreement for TV and radio broadcast rights with the Vienna Philharmonic Orchestra until 2017, in an exclusive package featuring three classical concerts. The line-up includes the most-watched classical music concerts on TV, the New Year's Day Concert in Vienna, the Schönbrunn Summer Night Concert in Vienna, and a special concert hosted by a different broadcaster each year.

## WHY POVERTY?

Planning is under way to follow on from the unprecedented success of the Why Democracy? documentary series. Why Poverty? will ask why, in the 21st century, a billion people still live with extreme need. The series, involving international broadcasters in a week of programmes, is expected to reach a global audience of 500 million when launched in November 2012.

## 7 BEST FORMATS

NRK in Norway emerged the winner at the 6th Eurovision Creative Forum for the most contemporary and innovative programme formats from public service broadcasting. At the end of the one-day event, TV professionals from all over the world were invited to elect their seven favourite formats, of which the top three were:



- Never Do This at Home – NRK, Norway (winner)
- Comedy on the Edge – DRI, Denmark (2nd)
- Basta! – één (VRT), Belgium (3rd)

## MORE THAN COPRODUCTIONS

The EBU is not only committed to producing fresh, compelling coproductions, it also organizes multiplatform activities, events and initiatives for Members to reward originality.

## EBUconnect

The EBU received an unprecedented number of entries for EBUconnect 2011, the two-day conference that showcases the best of public broadcasting TV promotions, marketing and design. In all, 350 entries from 224 countries were submitted for consideration in nine categories.

## CONTENT TRADERS

Eurovision Showcase is building its reputation as the premier online community for promoting, sourcing and cultivating quality content for the media industry. Since its launch in September 2011, as many as 43 Member organizations have signed up to take part in the web-based platform that provides a marketplace for content rightsholders and publishers to trade and make deals.

## TEDx TRANSMEDIA EVENT

'Making a difference with socially responsible media' was the theme of the TEDx Transmedia event held in Rome in September 2011. The event was attended by 35 EBU broadcasters who explored how to use the event's potential to contribute to a changing world.

### Eurovision TV Lab

This unique project links younger audiences to new public service television formats. Whether it be current events, drama, music or chat, the audience has the opportunity to act as TV critic or commissioning editor, offering feedback about their favourite formats via social networks.

Originally created in 2009 by Dutch public broadcaster NPO, four public broadcasters took part in the Eurovision TV Lab pilot programme in September 2011, including ZDF, NPO, RTVSLO and VRT.

The pilot was rated highly – especially among younger audiences – and is being welcomed as a new way of providing audiences with the programmes they want.

RTE plans to take part in a Eurovision TV Lab in September 2012.



# TUNING IN

In challenging economic times, Members rely ever more heavily on the EBU to preserve the excellence of classical, rock, jazz, as well as folk and world music output.

Between April 2011 and March 2012, 3,594 concerts were offered to Members via the Euroradio Network, which develops and coordinates the exchange of music programmes.

On average, each programme was broadcast by seven EBU Members, which equates to 25,182 transmissions or, put more simply, one concert every 20 minutes. With each event typically lasting two hours, every minute of every day pulses with the rhythm of a Euroradio concert.

In the past 12 months, the pleasure was shared by an estimated 45 million people, not only in Europe, but also in North America and the Asia-Pacific region. Each concert was heard by an average of 1.6 million listeners in seven countries.



## CLASSICAL TRIBUTE

During 2011, the musical contributions of Franz Liszt and Gustav Mahler were celebrated in a series of special concerts. Liszt Euroradio Special Day featured 10 consecutive concerts throughout Sunday 23 October 2011, including live performances in Austria, the Vatican, Hungary, Turkey, Germany, the United Kingdom and Romania. An estimated 18 million listeners tuned in from 38 countries.

## ALL THAT JAZZ

Having marked the 100th anniversary of the birth of guitarist Django Reinhardt in 2010, the tradition of commemoration continued last year, with a concert acknowledging the contribution of American band leader Stan Kenton.

Planning is also under way to mark anniversaries linked to the careers of American band leaders Thelonious Monk, Fletcher Henderson, Charles Mingus, and Canadian Gil Evans. In September 2012, the EBU Jazz Band will make its annual tour of Ukraine with 20 young jazz players representing different countries.

## EURORADIO MUSIC EXCHANGE

- 3,594 concerts offered
- 25,182 concerts broadcast

2011 brought an upgrade of the Euroradio satellite network used for live concert transmissions, with the latest audio encoding formats enabling us to deliver the very best sound quality.

Live transmissions were distributed on our new Haydn and Liszt satellite channels via the 46 Euroradio stations in 44 countries. The new EBU M2M (Music-to-Members) service was also launched, enabling us to send deferred transmissions as audio files using the most advanced FTP (file transfer protocol) technology. EBU M2M replaces the MusiPOP system.

Outstanding events,  
unexpected discoveries

**2,758**  
classical concerts and operas



**447**  
rock and pop concerts



**387**  
jazz concerts



**98**  
concerts featuring world music



**80**  
concerts featuring folk music



**35**  
concerts of Ars Acustica, the sound research of public broadcasters



### Connecting the dots

In March 2012, the EBU Executive Board approved plans to apply for acquisition of the .radio top level domain name (TLD).

The goal is to create a web-based platform for radio broadcasters to network more closely, potentially speeding the medium's progress.

A decision by the world authority regulating web addresses, the Internet Corporation for Assigned Names & Numbers (ICANN), is expected in 2013.

## EUROSONIC HOTS UP FOR COLDPLAY

In November, the EBU teamed up with record label EMI for the second time to become the exclusive distributor of a surprise live Coldplay concert in Cologne. The concert, produced by German EBU Member ARD-WDR Eins Live, was relayed to 30 Members on the EBU's Euroradio satellite network from the E-Werk arena.

The same month, the build-up to a free live-stream of Noel Gallagher in Amsterdam was heightened with a real time countdown – the first of its kind to be staged by the EBU.

Audio of the gig, to promote the former Oasis songwriter's first solo album, was circulated free to 26 Members. Although the EBU frequently reaches agreements with the music industry to distribute radio signals of live concerts, it was the first time Members had the opportunity to carry a simultaneous video stream – a nod to the benefits of cross-media promotion.



## GLIMPSE THE FUTURE

To demonstrate how practical, cheap and easy it is to broadcast with digital hybrid (multimedia) radio technology, in October the EBU hosted live radio shows in French and English from inside the European Parliament in Brussels. The one-hour live shows were streamed from a VoxBox studio to illustrate the EBU's firm conviction that the future of radio listening will be a combination of broadcast and internet.

## MEMBERS WIN IN RADIO DEAL

In June 2011, the EBU sealed an important agreement with UEFA to secure access for public service radio to two key tournaments: the 2011 European Under-21 Football Championship and the 2012 European Football Championship.

The deal benefited 19 radio broadcasters in key territories that were outside existing TV contracts, facilitating access to live, delayed and on-demand radio reports.

## VATICAN CELEBRATIONS

The 17th EBU Annual Radio Assembly was hosted in April 2011 by Vatican Radio, to celebrate the 80th anniversary of its founding by radio pioneer Guglielmo Marconi. Marconi's daughter, Principessa Elettra Marconi, joined the 140 delegates representing broadcasters from 41 countries for a gala reception at the Vatican Museums.

At the close of the assembly, Pope Benedict XVI received delegates, including the EBU President and Director General, at a special audience at his Castel Gandolfo residence.

### Standing ovation

Raina Konstantinova relinquished her role as EBU Director of Radio in February 2012, having left an "indelible mark on Europe's public radio landscape". The tribute by EBU Director General Ingrid Deltene was one of dozens paid by industry colleagues.

During her time at the EBU Raina and her team facilitated the exchange of a diverse selection of music and news and helped create events and conferences that inspired Members to set new targets.

Before her EBU appointment in 2001, Raina served as deputy Director General of Radio Bulgaria (1992–1996) and Director General (1998 and 2001).







# THE BUSINESS OF SPORT

"The constantly changing sports environment has seen us review and modernize the Sports & Business Department. Acquiring rights for Members is at the core of what we do. But now we can also sell the rights that Members don't want, and even take on some additional rights ourselves, all with carefully controlled risk. This new rights activity, combined with our proven experience of production, major event organization, and broadcast and broadband distribution, means we are present at every stage of the broadcast value chain. We are proud of this evolution and of our mission to be the industry's foremost broadcast partner and the world's leading provider of live events."

**Stefan Kuerten**  
Director, Sports &  
Business Department



## SPORTS RIGHTS

The Sports Rights Board (SRB) has come into its own as a mechanism for optimizing the EBU's rights acquisition power. This, combined with new, smarter business thinking means that we have renewed nearly the entire sports rights portfolio and even enlarged it.

The Sports Rights Units won some major new properties, including:

- 2018 FIFA World Cup Russia™ and the 2022 FIFA World Cup Qatar™ – a significant extension of the current EBU-FIFA agreement for one decade
- International Association of Athletics Federations (IAAF) major event media rights in Europe and Africa for 2014-17
- Worldwide rights for the FIS World Skiing Cups in Austria
- International Skating Union (ISU), content increased from 27 to 133 events over four seasons, after the ISU made the EBU its sole European media partner
- Worldwide rights for European Athletics (EAA) events

### Other new agreements in 2011 and early 2012

#### All media platforms:

- FIFA Other Events 2011-2014 (13 events over a four-year cycle / 60 days per year)
- FIFA Club World Cup Japan 2011™ presented by Toyota (11 days in December 2011)
- Athletics IAAF (five major IAAF events / 12 days per year)
- Athletics EAA Ex Europe – extension of current EAA rights worldwide (five major EAA events / 10 days per year)
- Cycling ASO (eight events / 40 days per year)
- Cycling La Vuelta (23 days per year)
- Equestrian FEI (three events / 12 days per year)
- Skiing OSV (36 competitions per year)
- Skating ISU (33 events / 90 days per year)
- Paralympic Games London 2012 (12 days)

### Radio only

- Athletics: IAAF Athletics World Championships 2011-13
- Football: UEFA European U-21 Championship™ & UEFA Euro2012™
- Handball: EHF European Handball Championships 2012
- Handball: IHF World Championships 2011-13



## GOING GLOBAL

Sports federations are seeking to streamline agreements and maximize exposure and are therefore making a strategic shift towards selecting one partner capable of rights management worldwide, rather than within a single continent.

Examples include the EAA (European athletics), OSV (World Skiing Cups in Austria), FSA (World Skiing Cups in Finland), and FIS (world skiing championships), for which contracts were extended to include the Americas, Asia, Africa and/or the Middle East. The Sports Rights Sales Unit, launched in the autumn 2011, is successfully positioning itself within various markets even outside Europe, and has closed more than 60 deals in four months.

## NETWORK SERVICES

The EBU succeeded in positioning itself even more firmly as the key partner for distributing live signals of the most important sports events worldwide, including Champions League, the top football leagues, Formula 1 and others.

2012 will see even further developments with the launch of a defining, exclusive partnership with UEFA. All UEFA events will be delivered over the Eurovision network to participating rightsholders around the world.

The roster of events includes UEFA EURO 2012™; UEFA Champions League™ and UEFA Europa League™; the qualifying matches of UEFA EURO 2016™ and the European qualifying matches of the 2018 FIFA World Cup Russia™. This pioneering, 360-degree partnership is testimony to UEFA's confidence in our ability to distribute its properties seamlessly, reliably and cost-effectively.

Strategic market development has led to the extension of our North American activities. A point of presence has been created in the network in Miami and a sales unit appointed to develop sales opportunities identified in the Spanish and Portuguese speaking markets.



## NEW MEDIA

We have established the EBU as a leading provider of web streaming services. Our BEST service manages live streams and video-on-demand (VOD) of sports and other events to third-party and self-hosted sites, and delivered more than 17 million live streams in 2011.

In 2012 we will deliver Members' streamed programming on our Common Broadband Platform. This will allow viewers to watch live coverage of the EURO 2012™ and the London 2012 Olympic Games on the internet, in HD quality, from the Member of their choice: [www.eurovisionsports.tv/london2012/](http://www.eurovisionsports.tv/london2012/)

## PRODUCTION

Through the Eurovision Production Coordination (EPC) subsidiary, we offer on-site production facilities for live transmissions, ranging from host broadcasting services to coordination and liaison with organizing committees. The IAAF has chosen us as its preferred production partner, as has the World Rally Championship (WRC) for the 2012 season.

## HOST BROADCASTING

- IBU Biathlon World Cups in Antholz, Italy, and in Hochfilzen, Austria
- Helping Finnish Member YLE to prepare for production of the 2012 EAA European Athletics Championships in Helsinki
- Extended production agreement with the Fédération Internationale de Motocyclisme (FIM) to cover its annual Gala in December

## CONTENT PRODUCTION

- FINA World Swimming Championship, in Shanghai
- Highlights and background content at all IBU Biathlon World Cups and Championships

# NETWORK EVOLUTION

"In 2011, the Eurovision network strategy was overhauled to reduce costs and raise efficiency. Members are already reaping the benefits from a series of improvements that will be completed in the coming years. The challenges are complex, the stimulus is constant, as we strive to implement change while maintaining the highest level of service."

Graham Warren  
Director, Network Department



## FUTURE NETWORK ARCHITECTURE (FUNA)

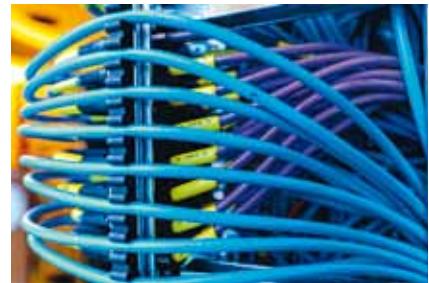
The Eurovision network comprises a fibre component, known as FiNE, and a satellite component, which together provide global connectivity. The network supports news services and sports events by reliably carrying high-quality content.

Substantial network savings have been achieved over the past 12 months, but the focus remains on laying the foundations for greater economies in the years ahead. And much of these cost reductions will come through the Future Network Architecture (FUNA) project, which is entering its second year.

The baseline analysis work for FUNA, completed in 2011, focused on four areas:

- Optimizing FiNe
- Improving the News and Radio Exchanges by upgrading or replacing Members' earth stations (CNCTs)
- Upgrading network control and management tools
- Introducing a 'star' network for sports distribution by satellite

To date, the focus has been on the first two project areas, resulting in the successful transition of the underlying transmission technology to Ethernet. The benefits of this are threefold: to markedly lower operating costs, offer greater network flexibility, and increase capacity to meet ballooning demands for HD content.



## BENEFITS OF ETHERNET

The FiNE fibre network currently uses a form of transmission technology that is increasingly dated and expensive to provide – unlike Ethernet, which has been used widely for many years to connect computer systems. A key benefit of Ethernet is that we order from the fibre provider only what is required for a link. In other words, we only pay for what we use, whereas previously the opposite was true. Limited capacity is held in reserve, so that capacity can be increased as required, rather than leasing a whole new link.

This flexibility also extends to special events of shorter duration, where we can surge or 'burst' capacity for the event. This lowers costs and simplifies capacity planning. These benefits can be achieved without changing the hardware that manages and switches the circuits, making the transition to Ethernet straightforward and cost-effective.

## NETWORK UPGRADE

Also under way is the modernization of the satellite-based News and Radio Exchanges for Members. Concept work was completed in 2011 and we have begun to define individual Members' needs with the aim of deploying an agreed network in 2013. All project deliverables will be compatible with Members participating in the Transfer-to-File (TTF) project, creating a network capable of supporting integrated file-based and linear workflows more cheaply than today.

Definition work on new or upgraded network control and management control tools will begin during the second half of 2012, after the London 2012 Olympic Games and Paralympic Games. These activities will also present opportunities to upgrade and integrate EBU booking tools with those of our customers.

### Cutting costs, increasing Member satisfaction

Eurovision's ability to guarantee delivery of a large number of services across an international footprint demands a high-capacity permanent network infrastructure, which is costly to provide.

In 2011, every aspect of the network was reviewed in order to increase:

- Cost savings
- Efficiency
- Flexibility
- Services offered
- Member service



## SATELLITE NETWORK OPTIMIZATION FOR SPORTS ACTIVITIES (STAR)

Capacity usage on the Eurovision network is significantly increased by multi-channel, HD sports requirements. In 2013 we will make further progress on the satellite-based transmission network for our sports activities, which aims to increase efficiency and reduce cost.

Today, the Eurovision satellite network operates in a 'mesh' structure – transmissions originating from any terminal can be received directly by other users of the network.

Considerable research was undertaken to shift over to a more efficient, flexible and cost-effective network using a star-shaped architecture, whereby transmissions from a terminal are received at a central point or hub, before being distributed to receiving stations. The target is to roll out the revised network architecture in 2015.

## KEY BENEFITS

One of the principal advantages of star over mesh is 'repackaging' – the amount of data transmittable through permanent satellite capacity is nearly double that of the mesh set-up. This means that some of the existing, expensive capacity can be restored to the satellite operator.

While additional satellite capacity is needed to provide the path back to the hub, it does not need to be of the highest coverage or power, making it cost-efficient. Overall, this approach will result in savings and confer other operational benefits, such as easier control, monitoring and encryption of the distributed signals.

Although it will be some time before all the proposed changes are implemented, substantial progress has been made. We have already invested in more efficient (MPEG4) video encoders to better utilize expensive network resources. This has been further aided by the introduction of a new modulation scheme – the way the video is transmitted over the satellite – which will reduce our capacity requirement by up to 30%. This will reduce the need for expensive satellite capacity, thereby lowering costs and increasing our allure to new business.

Both measures offset the increased capacity requirements for HD transmissions, which was up from 17% in 2009 to 64% in 2011, and is projected to rise to 80% by the end of 2012.





# TECHNICAL EXPERTISE

"With new platforms, services, tools and devices clamouring for audience attention, Members need a clear vision of where and how they should be present. Against this backdrop, the EBU Technology & Development team has become increasingly valuable to Members, guiding technology choices, sharing best practices, driving the harmonization of standards and highlighting the latest innovations. With a series of Strategic Programmes that focus squarely on specific challenges facing Members, the EBU fulfils a key role for PSM: we don't just help Members keep abreast of technical change – we ensure that the EBU is at the forefront of the emerging media technology landscape."

Lieven Vermaele  
Director, Technology & Development



## DISRUPTIVE TECHNOLOGY

The rate of technological change in recent years has been breathtaking so that, at times, media organizations struggle to keep pace in an age of disruptive technology. The speed with which new tools and devices come into play for the production, delivery and consumption of content has shaken up the familiar broadcast landscape: tablet PCs vie with TV for the attention of viewers; the reassuring solid master tape has been replaced by intangible files on a server – or even 'the cloud'; and the lines between professional broadcast equipment and home movie camcorders have become blurred.

## OPEN STANDARDS

In areas such as the transition to fully IT-based, file-based production environments or the development and rollout of hybrid TV and radio services, the EBU's work has been crucial. A case in point: the EBU is fostering the Framework for Interoperable Media Service (FIMS) initiative jointly with the Advanced Media Workflow Association (AMWA).

This initiative will make it possible to connect programme production equipment from a variety of different manufacturers – which is essential to Members as they move towards an all internet protocol (IP) world for production. The growing number of initiatives around the world adopting the EBUCore metadata programme-labelling-system is further evidence of the EBU's leading role.

## TRI-MEDIA PRODUCTION

In early 2012 a new interdisciplinary project was launched, known as Integrated Media Production Strategies. The project addresses the organizational, change-management and technological issues that arise when broadcasters move towards integrated production for TV, radio and online. Hands-on workshops will facilitate sharing and define a roadmap for best practices.

## GROWTH OF HYBRID TV

One of the most visible trends has been the emergence of connected TVs – where the viewer is given direct access to the broadcaster's internet content via remote control. Internet services have been delivered by many EBU Members for several years, but this new generation of broadband internet-enabled televisions include proprietary content portals where PSM is not necessarily available to viewers.

Recognizing this opportunity, the EBU has fostered the HbbTV initiative because of its strategic importance for EBU Members. Services based on the HbbTV specification have already started in Germany, France and Spain, with trial services on air in Switzerland and the Netherlands. In Italy, hybrid TV services are based on the DVB Project's MHP standards. YouView services are due to start in the UK in the second half of 2012.

## RADIO: HYBRID AND DIGITAL

The EBU constantly pushes the boundaries of digital radio technology. Besides its participation in standards forums such as WorldDMB and Digital Radio Mondiale (DRM), the EBU has been active in the development of cutting-edge tools that demonstrate how digital radio can be readily put together. Some Members have already started using the open source tools and production platform provided by the EBU to test and launch hybrid radio services.

### Key figures:

- 180,000 participants visited the EBU Technology & Development website in 2011
- 6,850 users are registered with tech.ebu.ch, of which 2,962 are Members
- 1,710 new user accounts have been created since April 2011
- More than 50 technical publications have been issued since April 2011
- More than 200 seminar presentation videos and webinars are available to Members online
- More than 900 participants have attended technical seminars and workshops since April 2011
- 39 groups working online or face-to-face

## FREQUENCIES UNDER PRESSURE

The explosive demand for mobile telecommunications has been matched by a corresponding pressure for frequencies, including those traditionally earmarked 'broadcast only'. The EBU's regulatory and technical studies play an important role in ensuring that a vibrant broadcast sector continues to exist.

Broadband networks also face the challenge of delivering ever-increasing amounts of video. Consumers demand a quality service, particularly on new connected TV sets with larger screens, while current network infrastructures struggle to address this demand. The EBU has been investigating advanced content delivery network (CDN) architectures to help Members ensure the broadcast experience can be replicated on broadband networks.



# KEY TRAINING THEMES



EBU TRAINING offers more than learning in its traditional sense. As a recognized leader in providing courses for broadcast professionals, it enables Members to explore innovative ways to deliver excellence. Launched at the 12th Training Assembly in Istanbul, EBU TRAINING teams up with proven experts to nurture knowledge and best practices for the benefit of Members. Courses – both on-site and in Geneva – equip Members with the tools to set new benchmarks that set PSM apart. With this in mind, EBU TRAINING has refined its two-year strategy to create a three-pillared approach to:

1 Boost the EBU TRAINING brand and raise its profile across the international media training market. Top level master classes, master courses and workshops are the core formats that encourage strong, lasting ties between trainers and participants.

2 Foster solidarity among PSM organizations and build stronger relationships with Members. This includes a drive to develop partnerships with renowned international training bodies.

In addition, EBU TRAINING works closely with the EBU Special Assistance Project (SAP), allocating financial assistance to support Members with specific needs.

3 Act as a fishing net for knowledge and practices by facilitating professional networking. Through Network & Learn events, EBU TRAINING brings together circles of professionals to ensure the service is ahead in terms of industry knowledge.

From April 2011 to March 2012 EBU TRAINING ran 53 events:

- 21 workshops
- 15 master classes
- 12 master courses
- Three open enrolments
- Two Network & Learn events

#### Member feedback

*"30 members of our staff attended the two-day workshop on Social Media. It was a great success – the content was particularly helpful and I'd especially like to thank EBU Vice-President Claudio Cappon, David Lewis, from the Special Assistance Project and EBU TRAINING for supporting CyBC in this initiative."*

**Themis Themistocleous, Director General, Cypriot broadcaster CYBC**

## SOCIAL MEDIA STRATEGY

In the past 12 months, EBU TRAINING has delivered three master classes in Geneva and seven on-site workshops on how to use social media to connect with audiences on a more personal level. At a time of audience segmentation, social media offers journalists information on user preferences and expectations as well as the means to source new content (including user-generated content, audiovisual material typically captured on mobile phones) and engage in a dialogue with the public.

Social media is also a platform through which PSM can provide better and continuous coverage of breaking news.

Course participants acquire practical tools and knowledge to make the best use of social media by understanding their relevance for PSM. Members acquire an awareness of how to optimize their strategies according to the latest social media trends, inspiring innovative thinking and collaboration among Members.

## HOSTILE ENVIRONMENT SAFETY TRAINING (HEST)

Since its launch eight years ago, HEST has become a course reference for EBU Members and media professionals: an all-encompassing guide to maintaining personal security in trouble spots.

Media professionals entering danger zones must prepare – both physically and psychologically – to work under unpredictable conditions.

During the course, reporters acquire crucial know-how to assess war zones, outbreaks of civil unrest, military coups and terrorist attacks, as well as natural disasters and humanitarian crises. Participants prepare stories in simulated hostile environments, while HEST instructors provide guidance on safety, trauma, stress and self-awareness coaching for both experienced and novice journalists.

## TRANSMEDIA STORYTELLING

The onset of media convergence means content producers need to rethink their professional approach and take account of multiple platforms. The Transmedia Storytelling course encourages producers, scriptwriters and editors of fiction, drama, documentary production and entertainment to find ways of meeting audience demands through interaction.

It provides tools and concepts to engage creativity and determine which elements of the plot to reveal, at what point, and on which platform. The course has proved extremely popular, with EBU TRAINING welcoming 30 professionals to four master classes and 149 professionals to three on-site workshops.

## **SPECIAL ASSISTANCE PROJECT (SAP) SUPPORTS PARTICIPATION IN EBU TRAINING COURSES**

The social media workshop provided to Cypriot broadcaster CYBC was financed by the SAP which was launched in June 2009 to support Members encountering deep political, financial, or technical difficulties. A Special Assistance Scholarship scheme has been set up to support high-potential professionals facing challenges in management, content and technology. This scheme is funded by the Network Media Programme of the Open Society Foundation, with Members providing in-kind contributions.





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# SHARING THROUGH EVENTS

## OPENING NEW DOORS

With the aim of discovering different media landscapes, the 2012 Eurovision TV Summit migrated to Copenhagen in April, after five years in Lucerne, Switzerland.

Attended by 500 delegates, the Summit attracted experts, decision-makers and contributors from all sectors and genres of PSM. The Special Focus Day offered a unique insight into the experiences of PSM and commercial broadcasters in Nordic countries. Directors, producers and creative developers presented programme and format trends in Nordic television.

## CONNECT AND COLLABORATE

News Xchange celebrated its 11th anniversary in Cascais, Portugal, in November 2011.

Underwritten by the EBU, News Xchange is an ongoing conversation: a forum for those with a passion for news to connect, collaborate, challenge and create new communities – and return home with fresh contacts and strategies.

For the first time the EBU created a fully interactive website enabling Members to communicate and – importantly – plan the event to be held again in November, in Spain.

## TOP SCORES

On 22 March 2012, the journalism think-tank of the London School of Economics, LSE POLIS, hosted an EBU Network & Learn event called 'Social Media: the power of the audience and how to use it'.

The workshop focused on best practices and provided inspiring examples of social media in broadcasting, incorporating case studies from EBU Members. Guest speakers included Facebook's Head of Strategic Partner Development, Karla Geci.

Social media also took central stage when, for the second year, EBU Radio teamed up with LSE POLIS and the BBC College of Journalism to coproduce the annual POLIS Journalism Conference in March.

More than 700 delegates, including journalists from EBU Member organizations and postgraduate students, listened as influential names in radio, TV and newspaper discussed the impact of globalization, social media and the financial crisis on the industry coverage of international news.



# MARKET INTELLIGENCE

## Sharing expertise

In the second half of 2011, MIS created an online data Dashboard on the EBU website, enabling authorized Members to access information on demand. This new tool was presented to the EBU General Assembly in December 2011.

The Dashboard fulfils two functions:

- It extends the current print publication of key indicators and data from the Member database.
- It enhances the overall visibility of data and services within the network of EBU Members by providing them with a new visual online facility available through the EBU Lounge.

The on-line tool combines easy-to-manage access rights with graphics to help Members analyse audience share, PSM funding, and a country-by-country overview.

In this respect, the Dashboard offers a unique tool for optimizing the breadth and depth of data collection and dissemination. Although still in beta mode, plans are under way to enhance and expand services.

## ANTICIPATING THE FUTURE

Each year, Media Intelligence Services (MIS) – in cooperation with Members – gather data for economic and market analysis to help Members anticipate trends and their implications.

Several reports are published each year on topics of particular interest to Members, such as:

- European TV Market Report – 2011
- Public Radio and new media platforms – 2011
- Funding of Public Service Media – 2011
- PSB TV News Trends and Developments – 2012



# TRENDS

## PSM FUNDING

In 2011, as in previous years, Media Intelligence Services (MIS) gave an overview of the funding systems used across European markets, providing insight into recent financial and regulatory developments.

Mixed funding schemes are the most common, with income generated from a combination of public and commercial revenue sources. Following a two-year slump, PSM took in EUR 35.3 billion in revenues in 2010. This represents a rise of more than 4% from the previous year, yet is still below 2005 levels, taking into account an inflation adjustment (EUR 31.5 billion).

The licence fee remains the main source of income for Members and still accounts for a 60% share of their total aggregated income (EUR 20.9 billion). However, many countries are reviewing their licence fee schemes and there is growing interest in a device-independent system with a fee paid by all households.

The aggregate value of Member advertising revenue grew by EUR 244 million in 2010, a 4% increase. Total value exceeded EUR 5.7 billion; however, this is the second lowest income from this source in the past six years.

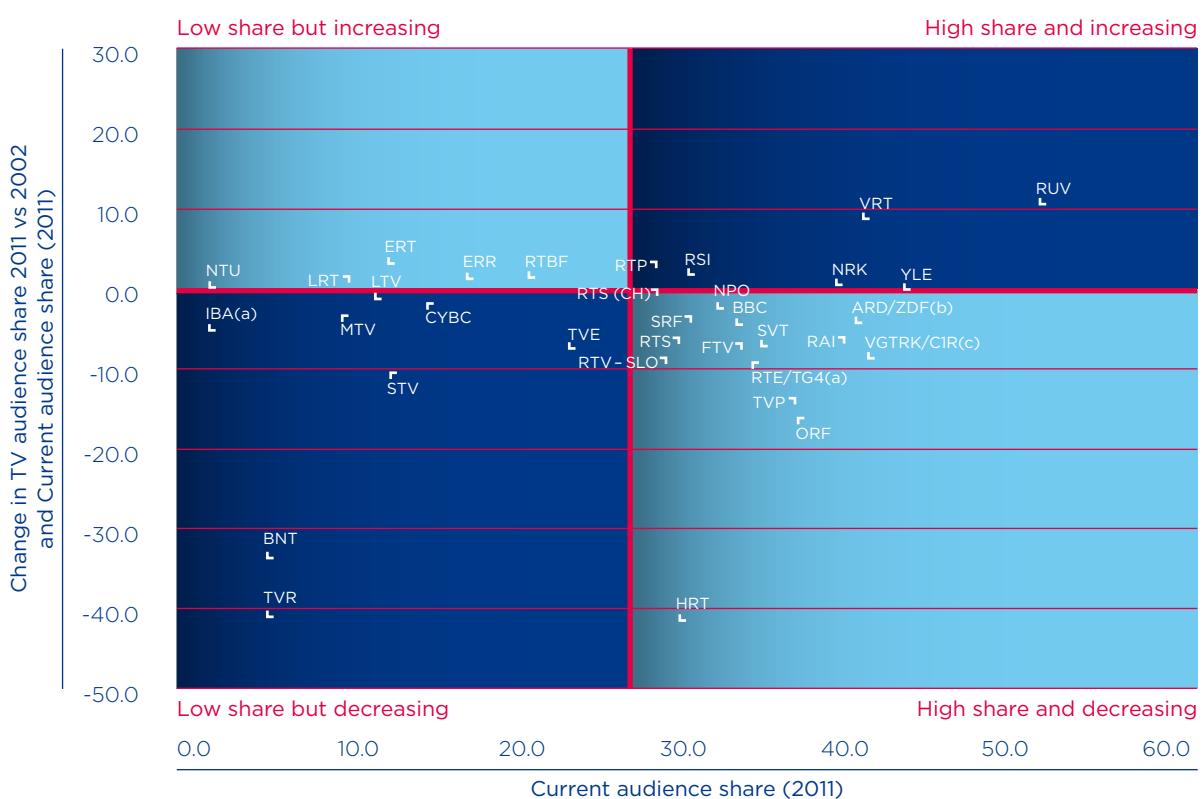
Although many governments are interested in adapting their funding models, MIS did not find consistent relationships between funding mix and programming choices or performance.

## EBU MEMBERS' FUNDING MIX



The total aggregated income of EBU Members over a five-year period broken down into five main sources: licence fee, public funds, advertising, sponsorship, and other income. Figures from 2010 show that the licence fee accounts for the main source of income, followed by advertising.

## LONG-TERM PSM TV AUDIENCE SHARE DEVELOPMENT: 2002-2011

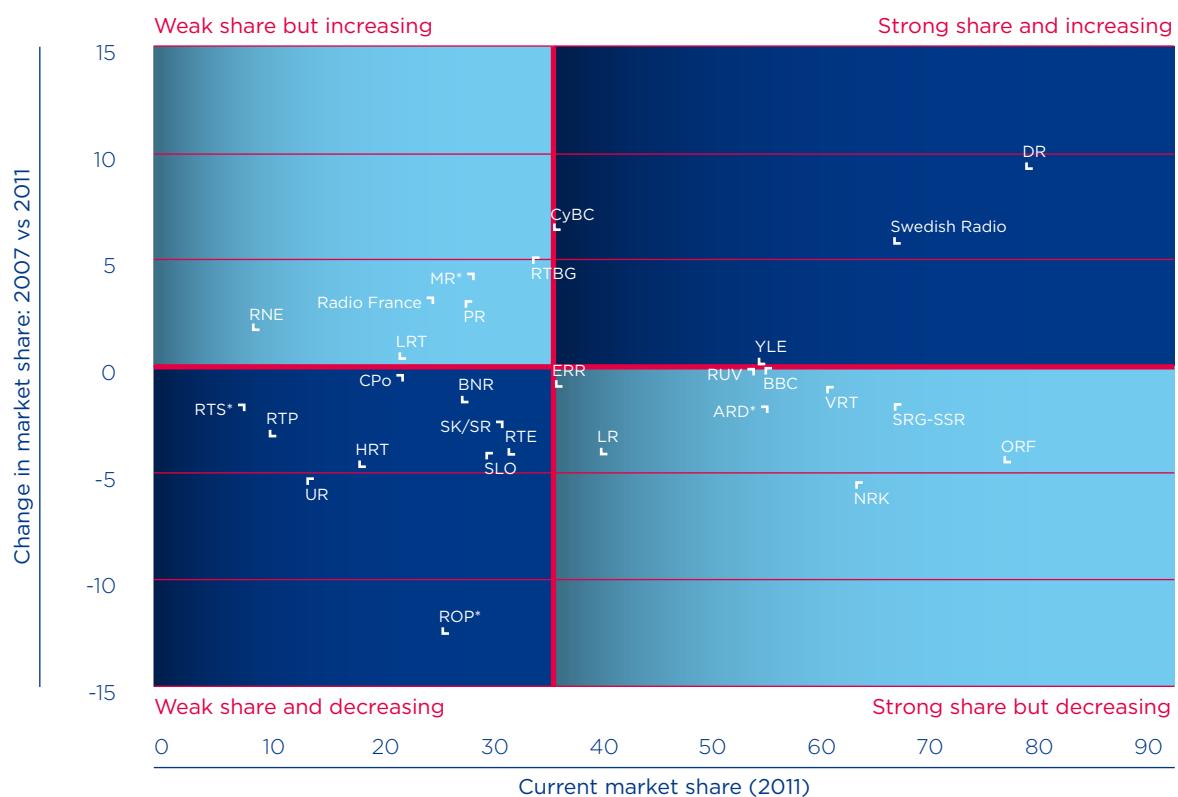


- 2011 based on consolidated viewing (live and time-shifted) while 2010 and earlier is based on live only.

- Share including TV Center and Zvezda. Before 2006, universe was 18+, 2007-2011 based on 4+.

Source: EBU, based on Members' data

## LONG-TERM PSM RADIO AUDIENCE SHARE EVOLUTION: 2007-2011



- The total PSM annual share includes data for regional stations when provided.

\* Change in methodology from diary to a hybrid CATI + CAWI solution in 2010 or 2011 should be taken into account when comparing data.

Source: Source: EBU, based on Members' data

## EUROPEAN TV MARKET SHARE

In collaboration with Members, MIS has gathered data for market analyses of the European TV Market. The intention is to give an overview of the latest developments in the European TV market, focusing on market share trends. The report also gives intelligence on television consumption, and how it has developed throughout Europe in recent years.

The average PSM audience share continued to fall owing to long-term erosion between 2001 and 2011, from 32.9% to 26.5%. These losses can largely be explained by growing competition from both new and historic competitors and the increased penetration of multi-channel households, both DTT and pay-TV.

2011 saw the second highest TV consumption ever in Europe with an average daily viewing time of 3 hours and 37 minutes, one minute less than in 2010, which was a peak year for many markets.

It is likely that the future will bring further viewing records with the switch-off of analogue terrestrial broadcasting in numerous markets (for example, during the London 2012 Olympic Games and UEFA EURO 2012) and improved TV audience measurement systems, capturing viewing on traditional as well as new platforms.

**In the European media environment PSM account for more than 30% of all TV viewing in more than a third of all markets and remain market leaders in many countries, especially in western Europe.**

## RADIO AND MUSIC FOR THE PLATFORM-AGNOSTIC GENERATION

This report, which will be published during the second half of 2012, will examine music and music radio consumption among the 'platform-agnostic generation' with a European perspective.

The intention is to provide an overview of the consumption of music, music-based radio and online music services along with an analysis of the various types of online services available, supported by case studies involving key online players.



### Headline acts

- Accuracy, reliability and trust are the values of public service news.
- On average, news channels are watched between one and three minutes per day, per adult, and make up 1-2% of the total TV audience in most European markets.
- The vast majority of all viewing is still live and accounts for more than 96% in most markets where measured.

## PSM TV NEWS: TRENDS AND DEVELOPMENTS

As the importance of online news media grows, TV continues to be a vibrant platform, losing ground with viewers at a much slower pace than other media. For a clear overview, the EBU conducted a mixed-research project, and analysed the flagship TV News bulletins and rolling news channels of EBU Members.

Flagship TV news bulletins continue to mobilize the largest audiences for TV news, attracting an average audience share of 22.8% in 2010. However, an erosion of audience has been witnessed since 2001, with a loss of 7%.

Many 24-hour news channels have recently been created, almost half of them in the five largest European markets.





# SPHERE OF INFLUENCE

"The Public Affairs & Member Relations Department spearheads the drive to raise Member sway on the international stage. To do this we adopt an interdisciplinary approach, working closely with the Legal, Technical and Media departments to make our voice heard. Over the past 12 months, we have added another EU adviser to our Brussels team in a bid to strengthen our reputation as the authority for public service media in Europe; a special task force has worked to define the core values of public service media – the distinctiveness of PSM and the framework for our media action plan. We have strengthened cross-Member collaboration, ranging from Special Assistance Projects focused on facilitating media freedom, to high-profile events in Brussels, Geneva and elsewhere. Our website has been overhauled to create a dynamic interactive tool for collective Member participation. And we are advancing towards the launch of a new brand identity."

**Ingrid Deltenre**  
Director ad interim, Public Affairs & Member Relations

## BANGING THE DRUM FOR PSM

The EBU's European Affairs team in Brussels – part of the Public Affairs & Member Relations Department – ensures that the voice of PSM is heard. Legislative proposals that signal potential difficulties for PSM require a strategic response. The Brussels team ensures that Members are made aware of the full implications of regulatory change, and that decision-makers are in possession of the facts before casting their vote.

Brussels teems with campaigns and causes vying for the attention of Europe's decision-makers. At the last count, the city was host to more than 15,000 lobbyists from various NGOs, interest groups and industries, all working to swing the pendulum in their favour. By establishing an authoritative and trusted presence in Brussels, the EBU is able to pre-empt and influence legislative change that

promotes – rather than hampers – PSM sustainability.

Our policy messages, activities and campaigns centre on:

- Promoting the role of PSM within the European Digital Agenda
- Ensuring sustainable funding for PSM in Europe and beyond
- Advancing media independence by upholding media freedom and pluralism
- Maintaining net neutrality by promoting an open internet for multi-platform offer
- Facilitating efficient spectrum management for future use
- Advocating a modern EU copyright licensing system
- Supporting the creation and circulation of European creative content

Achieving this requires sensitive relationship building, innovative communications and a deep understanding of the EU's complex legislative process. Insight comes from attending hearings, conferences, consultations and parliamentary committee meetings, maintaining regular contacts with EU officials and members of the European Parliament (MEPs), and continuous networking with stakeholders.

We also publish Viewpoints on specific themes to support our advocacy of complex issues such as copyright and spectrum, which are distributed to MEPs and EU targets.

### Click and connect

In line with its strategy to strengthen PSM connections, the EBU has developed a new multiplatform website with unique benefits for Members.

The site, which will be rolled out in the course of 2012, enables Members to reach out to colleague organizations across Europe for expertise.

Content will be organized via specific and easy-to-search topics.

Special online networking tools will facilitate the creation of collective pools of knowledge, promoting PSM through an engaging communication channel.



## BRUSSELS EVENTS

Our permanent priority is to raise the profile of PSM in EU debates and to stage events on selected issues. Recently, the focus has been to highlight PSM programmes and services – providing Members with an opportunity to profile their content and the contribution they make to advancing European cohesion and citizenship.

For instance, in March 2012, EBU Members, EU decision-makers, programme-makers and civil society representatives attended the first EBU Media Literacy Forum. Quality PSM programmes and services were showcased in a special TV presentation to demonstrate how PSM connect with audiences through:

- Campaigns that encourage online engagement and services
- Projects that create a trusted space engendering creativity and innovation
- Programmes that inform and empower

During workshops, Members share best practices and benefit from direct networking with EU representatives.

In March 2012, the EBU and the Association of Commercial Television (ACT) held a seminar on hybrid TV for the European Commission at the EBU Brussels office. Attended by more than 70 delegates, the seminar provided an insight into existing services along with an overview of technological developments and regulatory challenges and their market impact.

In addition, regular media lunchtime talks on media-related topics attract attendance by EC, MEP and industry representatives. In January 2012, two high-level speakers, US Ambassador to the EU William E. Kennard and Bruno Patino, the head of digital strategy at France Télévisions, spurred discussion

on high-speed broadband networks. The session, attended by more than 80 delegates, focused on US perspectives on access to communication networks, and European views on creative content online.

## TAKING IT TO THE TOP

Regular encounters with the highest echelons garner political support for PSM and recognition from a prominent figure adds valuable weight to a cause.

- During an exclusive meeting with the visiting EBU Executive Board in October 2011, EC President José Manuel Barroso said he was "personally committed to public service broadcasting". Mr Barroso also echoed one of the EBU's core arguments – that at a time of financial crisis and increased tabloidization, societies "need the reference point" that PSM provide.
- In January 2012, EU Enlargement & European Neighbourhood Policy Commissioner Štefan Füle met EBU President Jean-Paul Philippot and EBU Director General Ingrid Deltenre. Talks centred on future cooperation between the EBU and the EC on building PSM in terms of capacity and number in neighbouring European countries. Describing the EBU as "an important ally with wide-ranging and relevant experience", Mr Füle added that the EBU "shared the same policy goals of free and independent media in the enlargement countries".

## STRENGTH IN NUMBERS

Whenever possible, the EBU seeks to forge alliances with similar-interest organizations to maximize impact. For example, the EBU has drawn up governance and transparency principles for the collective management of intellectual property rights with a number of other copyright stakeholders including commercial broadcasters and consumer groups.

With some 35 European organizations in the cultural and creative sector, the EBU developed a number of policy

recommendations and presented them to the broader culture sector during the European Culture Forum in Brussels in October 2011.

## KEEPING MEMBERS IN THE LOOP

As the body responsible for the adoption of official EBU policy positions, the EBU Legal & Public Affairs Assembly is keenly aware that consensus depends on the continuous input of Members from interdisciplinary experts groups.

The EBU European Affairs office ensures experts groups remain abreast of EU developments. It publishes a monthly Euro-Info newsletter and informs interested Members of EU funding opportunities.

The office also regularly welcomes colleagues from Member organizations. Visits often culminate in a communications event targeting EU institutions and industry stakeholders – a further opportunity to display programmes, services and the indispensable role PSM plays within the EU.





# EBU INITIATIVES

"In a fast-changing technological, political and regulatory environment, Members rely on the EBU to act rapidly and proactively to promote their interests. That is why we have a new governing structure for legal and public affairs which includes a tight, representative Legal & Policy Committee with a highly responsive, strategic approach."

Jane Vizard  
Director, Legal Department



## PSM GOVERNANCE

Improving and modernizing PSM governance is a key objective as national media laws face increasing scrutiny. More recently they have also become subject to Council of Europe benchmarks.

Members are alert to the risk to pluralism if the transitions from State broadcasting to public service broadcasting, and from broadcasting to public service media, are not concluded satisfactorily. To this end, the Council of Europe has proposed an approach based on independence, accountability, effective management, responsiveness and openness. The Legal Department played a pivotal role in shaping this policy direction.

## DATA PROTECTION

In January 2012, the European Commission embarked on the first major overhaul of the EU data protection regulatory framework since 1995. The goal is to modernize the framework to take account of the new challenges for data protection brought about by rapid technological developments and the increase of transborder data flows.

Membership cooperation led by the Legal Department has strengthened the EBU position of influence to the benefit of the media, leading to:

- The preservation of the journalistic exemption;
- The limitation of the right to be forgotten in relation to freedom of expression;
- The recognition of the need to balance the child's personal data protection against media engagement with young audiences.



## HYBRID TV

The Legal Department monitors the legal and regulatory implications of hybrid TV. In conjunction with the Technology & Development Department, it drew up the EBU Principles for Internet-Connected & Hybrid Television in Europe, which were approved by the Executive Board in April 2011. Voluntary adoption of these principles in all hybrid TV systems would reduce litigation risks and the need for regulatory intervention.

## STATE AID

The EBU has amassed a wealth of information about the application of the Broadcasting Communication in the various EU/EEA Member States. This information enables the EBU to provide vital support to its Members on all aspects of the State aid rules as they apply to the PSM sector.



## COPYRIGHT

The Legal Department is proactively involved in current EU copyright initiatives. In a new instrument for the use of orphan works, the European Commission now officially recognizes that broadcast archives need a regulatory solution to simplify rights clearance.

The EBU recently presented proposals to the Commission for a new legal framework for collective rights management. Regarding the mass use of music in broadcasters' services, the EBU is proposing a simplified approach, avoiding fragmentation of rights among different collecting societies. Member States are also being encouraged to make use of 'extended collective licensing' solutions.

A number of the ideas and proposals in the EBU Copyright White Paper were addressed by the EU Commission in its Green Paper of July 2011 on the online distribution of audiovisual works. These include the issue of applying the copyright law of only one country, rather than all 27 EU Member States, to online audiovisual media services.

### Legal services for Members

The Legal Department ensures that the interests of the EBU and its Members are duly protected and that Members receive the highest quality legal advice on regulatory, IP, contractual and other legal matters.

As an example, in 2011, the Legal Department provided Members with legal advice and analysis on:

- National media laws, and the funding framework for PSM, including advising a national Parliamentary Drafting Committee and participating in workshops and seminars to refine draft public service broadcasting laws and support initiatives for new media laws;
- PSM governance issues, including the legal status of PSM employees and appointment procedures by PSM governing bodies;
- Public procurement of service contracts, commissioning of television and radio programmes from independent producers;
- State aid cases and related national issues;
- Payments for music rights;
- Protection of trademark rights for new top level domain names.

In September 2011, at the invitation of Bulgarian National Radio, the Legal Department held a seminar for central and eastern European lawyers, with an emphasis on copyright (the internet, rights clearance, cable retransmission, and piracy).

### LOUDNESS

A clear success for the EBU has been its role in initiating a 'Loudness Revolution' in Europe. The EBU's Loudness Recommendation 'R 128' addresses the problem of disparate levels of volume between programming, trailers and advertising, which has often been a source of public irritation. R 128 has now been adopted in Austria, France, Germany, the Netherlands, Norway (DAB radio) and Switzerland. The recommendation, developed by one of the EBU's project groups, is already supported by more than 50 vendors that have integrated the EBU Mode into their audio measurement products.

## SPECTRUM MANAGEMENT

At this year's ITU World Radiocommunication Conference, WRC-12, at which international treaties that govern the use of radio frequency spectrum are agreed, the EBU made key contributions.

Following the initiative of some Members, the EBU co-signed a request for the conference to condemn the jamming – deliberate interference – of satellite transmissions, which has been a problem in some territories. As a result, the ITU approved a revision of its regulations that will allow governments to take 'necessary actions' to avoid such interference.

Another success for the EBU was the recognition of its work in measuring the interference from long-term evolution (LTE) mobile networks in broadcasting services. Previously interference modelling took into account only the effects of a single base station, rather than the cumulative effects of a whole network. Despite opposition from European and other administrations, the ITU endorsed the inclusion of the EBU's work in future interference predictions.

A late request from Arab and African administrations at WRC-12 led to an unforeseen decision to allocate further spectrum, in the 700 MHz band, to be used on 'co-primary basis' by both broadcasting and mobile services after WRC-15. The EBU will continue to take a leading role among European stakeholders in preparing for WRC-15 and ensuring that the unique attributes of terrestrial broadcasting as a flexible and efficient means of wireless media delivery continue to be valued.

# BUILDING ALLIANCES

Launched in 2009, the Special Assistance Project (SAP) is approaching cruising speed. Not only is it attracting funding from external organizations sympathetic to public service media, it is also winning political support from the European Union. A Partnership Agreement between the EBU and the European Commission to strengthen PSM in and around Europe, initially in the so-called enlargement countries, is expected to be signed in 2012, and EUR 500,000 of European funding released.

Notable projects during 2011–2012 included a programme of strategic assistance to equip Georgian Public Broadcasting (GPB) for the digital age. The five-year strategy, presented at a public event in Tbilisi in February was attended by EBU Vice-President Claudio Cappon. Georgian Culture Minister Nicholas Rurua, thanked the EBU and promised government support to help GPB preserve its archives and move to new premises.

A second phase of assistance to GPB financed by the United Nations Development Programme (UNDP) will be launched later this year. In the meantime, innovative EBU 'mentoring' scholarships, funded by the Open Society Foundation, have been awarded to GPB's Head of Human Resources and Head of Archiving. The scheme involves pairing individual Georgian staff with willing counterparts in more developed organizations. For example, GPB Head of Archiving Ramaz Bluashvili will be twinned with Petr Vitek of Czech Television as a generous mentor.



Workshops on investigative journalism – a pressing need in many countries – will be mounted in Georgia, Moldova and the Czech Republic in the course of 2012, in cooperation with the Council of Europe and the Vienna-based South East Europe Media Organization. Scholarships sponsored by the Open Society are regularly awarded to enable worthy candidates from SAP beneficiary organizations to attend EBU TRAINING courses on a variety of topics.

**The Special Assistance Project (SAP)** helps provide strategic, editorial, technical and training support to Members in need, often through alliances with influential organizations sympathetic to the cause of public service media.

## SOLIDARITY IN PRACTICE

The Special Assistance Programme extended its reach south in 2011, as the Arab Spring took hold in Tunisia. Coverage of the elections by national broadcaster and EBU Member Tunisian Television (ETT) emerged as a primary example of what EBU solidarity can achieve.

It began in May 2011 at the UNESCO Donors Conference, sponsored by the EBU and France Télévisions. The freshly appointed Director General of ETT, Mokhtar Rassaa, requested help from the EBU to arrange coverage of multiparty elections – no ordinary event – following the revolutionary upheaval of preceding months.

The public needed to be reassured that a broadcaster historically regarded as the mouthpiece of disgraced President Zine El Abidine Ben Ali could also be trusted as a source of credible, impartial news.

The EBU was swift to provide support, mounting a large-scale production with willing cooperation from Members including France Télévisions/CFI, ARD/Deutsche Welle, TRT, ENTV Algeria and non-member organizations such as the Arab States Broadcasting Union (ASBU) and CMCA, the Union for the Mediterranean. Other Members such as RAI, RFI, France 24, BBC Media Action and Radio France also played a role.

Mobile transmission facilities were lent or financed by EBU Members; more than 100 technicians, drawn from 10 Member countries, were deployed in the field and ASBU connected electoral constituencies with the control room of Tunisian Television in the capital, Tunis.

For the first time, pictures, interviews and information flowed from regional provinces and there was jubilation when, on the night of the election, the flagship bulletin was broadcast from a temporary studio in Sidi Bouzid, the rural town where the spark of the Jasmine revolution was ignited.

Independent research found that 40% of viewers tuned into ETT, nearly three times the audience of independent Arabic news and current affairs broadcaster Al Jazeera. Reporting was judged 'fair and substantially impartial' both by the independent body supervising the elections and the independent media authority temporarily appointed by the government.





#### ETT Director General pays tribute to election-day coverage

"Today, thanks to this fair and accurate coverage of the first democratic elections in our country, Tunisia TV and the concept of public service broadcasting have achieved their legitimacy to be part of the future of this country and of the region. It will be a long and winding road to democracy, but we shall be an active part of this process of transformation."

Mokthar Rassaa, Director General of Tunisia TV.

#### Advancing media independence

The SAP's Media Development network - Deutsche Welle, Canal France International/France Télévisions, BBC Media Action, TRT, RAI, SR, DR, ARD and ZDF - met in Geneva in March 2012. Highlights included discussion of the collaborative intervention in Tunisia as a possible basis for future work in Egypt or Libya.

#### Promoting media freedom

Other countries not directly affected by the revolutionary process, but nonetheless moving towards more democratic and pluralistic systems have also received EBU encouragement.

In December 2011, EBU consultant Olaf Steenfadt was among the first to enter Libya for a media fact-finding mission and the EBU also worked with UNESCO in Cairo to stage a media workshop to help transform the country's broadcaster into a true PSM.

In May 2012, the EBU brought together the Azeri government, the Council of Europe, and key Azeri and international human rights groups for unprecedented talks on advancing media freedom in Azerbaijan. The event took place after Azerbaijan's human rights record came under intense scrutiny in the lead-up to the Eurovision Song Contest in Baku.

# EXCELLENCE RECOGNISED

The combined voice of EBU Members and the Technology & Development Department has the respect of regulatory and standardization bodies throughout the world. EBU representatives chair or assume leading roles in organizations including the Society of Motion Picture & Television Engineers (SMPTE), the International Telecommunications Union (ITU), the European Telecommunications Standards Institute (ETSI), the DVB Project, DigiTAG, Hybrid broadcast broadband TV, HbbTV and others. At the 63rd Annual Technology & Engineering Emmys in Las Vegas in January, prizes were awarded to three standardization projects closely linked to the EBU:

- 'Loudness Metering for use in Broadcast Audio' by an International Telecommunication Union (ITU) group, chaired by EBU Deputy Director Technology & Development, Dr David Wood;
- 'Local Cable Ad Insertion Technology' collected by Dr Hans Hoffmann of the EBU Technology & Development Department in his capacity as SMPTE Engineering Vice-President;
- 'Active Format Description Technology and Systems' - controlling how wide-screen images appear on narrow 4:3 screens - presented to Dr Peter Siebert of the Digital Video Broadcasting Project (DVB), the leading digital TV standardization body hosted by the EBU.

In September 2011, the ARD/ZDF-sponsored prize for 'Women and Media Technology' was won by the Technology & Development Department's Yvonne Thomas for her diploma thesis on 3DTV.



## Spotlight on Dr David Wood, outgoing EBU Deputy Director Technology & Development

After almost 32 years of dedicated, innovative service, David Wood retires from the EBU in June. In the months leading up to his departure, David was the recipient of no fewer than four honours. In addition to being made an honorary member of Japan's Institute of Television, he received a distinguished Service Award from the Asian Broadcasting Union; was named one of Digital TV Europe magazine's Top 50 technology leaders and received a prestigious SMPTE Certificate of Merit for a paper on 3D technology.

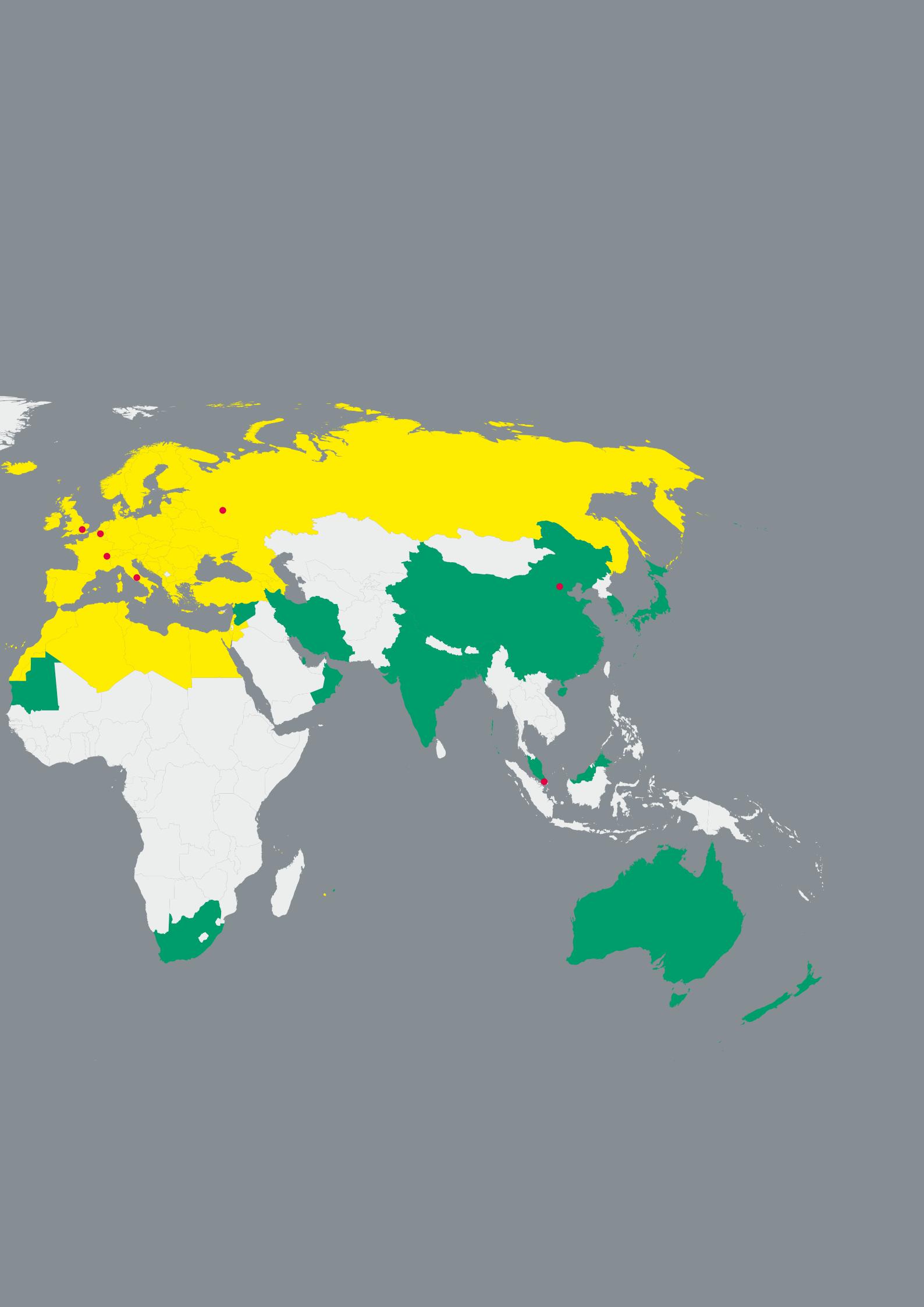
Over the course of his career, he has played a key role in the development of technologies and standards for digital television, HDTV, 3DTV and UHDTV. His insight and understanding of the media technology landscape are immeasurable.



# EBU WORLDWIDE PRESENCE

- Active Members
- Associate Members
- EBU offices





# MONEY MATTERS

“The EBU’s strategic and operational reshaping is reaping rewards for Members. Over the past 12 months, the Finance Service has initiated a fundamental restructuring to enhance transparency and better support EBU departments as they set new priorities and targets. The Supporting Services Department, in which Finance plays a key role, is the solid foundation from which the EBU pursues Member needs.”

Wallace Macmillan  
Chief Financial & Administrative Officer



## FINANCIAL STATEMENTS 2011

The 2011 financial statements include a number of changes in account classification and presentation to increase transparency. Some new provisions have been introduced. The financial statements for 2010 have been restated accordingly.

## BALANCE SHEET

The overall value of the balance sheet grew during the year by CHF 158 million. The reduction in accounts receivable and accrued revenues of CHF 136 million was mainly attributable to the high value of sports rights invoiced in late 2010. This was more than offset by an increase of CHF 279 million in work in progress, principally relating to the 2012 Olympic Games and European Football Championship.

## BALANCE SHEET

All figures in '000 CHF

	31.12.2011	31.12.2010 (restated)
<b>Current assets</b>		
Cash and cash equivalents	115'855	93'648
Accounts receivable and accrued revenues	224'521	360'332
Work in progress – short-term	614'697	73'137
Other short-term assets	377	239
Financial instruments	100	-
<b>Total current assets</b>	<b>955'550</b>	<b>527'356</b>
<b>Non-current assets</b>		
Work in progress – long-term	93'339	356'271
Other long-term assets	405	506
Total net fixed assets	47'557	54'307
<b>Total non-current assets</b>	<b>141'301</b>	<b>411'084</b>
<b>Total ASSETS</b>	<b>1'096'851</b>	<b>938'440</b>
<b>Current liabilities</b>		
Accounts payable and accrued expenses	78'754	49'083
Received in advance – short-term	712'489	142'039
Short-term financial liabilities	20'341	36'221
Other short-term liabilities	859	999
<b>Total current liabilities</b>	<b>812'443</b>	<b>228'342</b>
<b>Non-current liabilities</b>		
Received in advance – long-term	105'725	538'172
Other long-term liabilities and provisions	10'289	10'567
<b>Total non-current liabilities</b>	<b>116'014</b>	<b>548'739</b>
<b>Earmarked reserves</b>		
Sports rights	35'508	23'493
Fixed assets	44'953	52'902
Other	10'023	5'865
<b>Total earmarked reserves</b>	<b>90'484</b>	<b>82'260</b>
<b>Association equity</b>		
Cumulated translation adjustment	(2'523)	(2'312)
Reserves	75'242	70'739
Surplus for the year	5'191	10'672
<b>Total equity</b>	<b>77'910</b>	<b>79'099</b>
<b>Total LIABILITIES &amp; EQUITY</b>	<b>1'096'851</b>	<b>938'440</b>

### Julian Ekiert

After 18 years of committed service, and more than 30 years in public broadcasting Julian Ekiert retired from the EBU in October 2011.

Julian joined the EBU from the BBC in 1993 as Head of Finance & Administration and later assumed the role of Chief Financial & Administrative Officer. He played a major part in the restructuring of the EBU and the development of the services for which he was responsible.

Throughout his career at the EBU, Julian maintained a strong focus on the needs of Members.



## STATEMENT OF ACTIVITIES

The reduction in operating income in 2011 was mainly due to the impact in 2010 of the Vancouver Olympics and FIFA World Cup, and the effect of foreign exchange movements in 2011.

Mandatory fees for Permanent Network News (PNN) and Permanent Network Sound (PNS) were reduced by CHF 0.7 million. The ongoing decline in demand for point-to-point services was largely compensated by the continuing growth of high definition transmissions - mainly sports related - and higher income from news events during a prolific news year.

Foreign exchange fluctuations also reduced costs in several areas, but the absence of the major 2010 sports events are the principle reason for the significant cost reductions in acquisition of rights, network expenses, fees, equipment expenses, and other expenses that include operational event-related costs for staff and Members.

Excluding operational and event-related costs, underlying overhead expenses before provisions and depreciation were below 2010 levels.

The provision for doubtful debtors was restored with a charge of CHF 2.3 million (2010 credit: CHF 1.9 million) to create a safety net against collection risks caused by global economic conditions. This was partly offset by a reduction in the depreciation charge of CHF 3.2 million, as some older fixed assets became fully depreciated. The CHF 2.1 million reduction in net financial result is due to a combination of a net loss of exchange of CHF 0.9 million (2010 profit: CHF 0.4 million) and reduced interest income.

The 2011 surplus is after charging costs of CHF 5.3 million, against which earmarked reserves have been previously set aside (2010: CHF 0.3 million). The surplus for the year would have been CHF 10.5 million (2010: 11.0 million) had these charges been excluded.

## STATEMENT OF ACTIVITIES

All figures in '000 CHF

	Year ended 31.12.2011	Year ended 31.12.2010 (restated)
Sales of rights	183'980	527'251
Network sales	136'330	156'855
Contributions from Members	32'123	32'100
Other revenues	51'565	90'112
<b>Operating income</b>	<b>403'998</b>	<b>806'318</b>
Acquisition of rights	(183'560)	(519'834)
Network expenses	(59'117)	(79'907)
Operations expenses	(32'698)	(30'801)
Employee benefit expense	(69'359)	(71'435)
Travel expenses	(7'060)	(23'642)
Fees	(12'405)	(16'483)
Equipment expenses	(121)	(10'718)
Amortization of long-term receivables	-	(868)
Depreciation of fixed assets	(15'797)	(18'997)
Taxes	(181)	(232)
Provisions for doubtful debtors	(2'278)	1'852
Other expenses	(16'711)	(26'687)
<b>Operating expenses</b>	<b>(399'287)</b>	<b>(797'752)</b>
<b>Surplus from operations</b>	<b>4'711</b>	<b>8'566</b>
Net financial result	1'116	3'173
<b>Surplus for the year before taxation</b>	<b>5'827</b>	<b>11'739</b>
Income taxes	(636)	(1'067)
<b>Net surplus for the year</b>	<b>5'191</b>	<b>10'672</b>
<b>Earmarked reserves</b>		
Earmarked reserves have previously been raised in anticipation of specific costs and charges arising in 2010 and 2011. These stand in relation to the net surpluses for the years as:		
	2011 (proposition)	2010
<b>Net surplus for the year</b>	<b>5'191</b>	<b>10'672</b>
Reserves earmarked against specific costs & charges	5'341	315
<b>Surplus for the year before costs and charges covered by earmarked reserves</b>	<b>10'532</b>	<b>10'987</b>

## CASH-FLOW STATEMENT

The increase in net cash flow from operating activities to CHF 42.9 million (2010: CHF 10.0 million) was primarily on account of the timing of cash flows relating to the major sporting events in 2010 and 2012. At CHF 9.0 million (2010: 9.3 million) the investment in fixed assets was largely unchanged.

## CASH-FLOW STATEMENT

All figures in '000 CHF

	31.12.2011	31.12.2010 (restated)
<b>Cash flow from operating activities</b>		
Net surplus	5'191	10'672
Depreciation	15'797	18'997
Amortization of long-term receivables	-	868
Loss of value on fixed assets	(18)	93
Interest expenses	-	309
Interest income	(2'293)	(3'034)
Post-retirement benefits	(165)	(62)
Provision for doubtful debtors	1'643	(2'738)
Adjustments of earmarked reserves	8'225	(12'092)
Adjustments of equity	(8'418)	12'281
(Increase)/decrease in inventories	130	(84)
(Increase)/decrease in debtors & other receivables	134'002	(37'304)
(Increase)/decrease in work in progress	(278'628)	161'520
Increase/(decrease) in creditors & other payables	29'420	3'838
Increase/(decrease) in advance payments	138'002	(143'224)
<b>Net cash flow from operating activities</b>	<b>42'888</b>	<b>10'040</b>
 Tangible assets acquisition	 (9'077)	 (9'278)
Tangible assets disposal	48	194
Acquisition of intangible assets	-	-
Disposal of intangible assets	-	-
Interest paid	-	(309)
Interest received	2'293	3'034
<b>Net cash flow from investing activities</b>	<b>(6'737)</b>	<b>(6'359)</b>
 <b>Net variation in cash &amp; cash equivalents</b>	<b>36'150</b>	<b>3'681</b>
 Cash & cash equivalents at beginning of period	 61'989	 58'308
Cash & cash equivalents at end of period	98'139	61'989
 <b>Net variation in cash &amp; cash equivalents</b>	<b>36'150</b>	<b>3'681</b>

# GOVERNANCE

## GENERAL ASSEMBLY

The General Assembly is the highest decision-making body within the EBU and possesses the authority to achieve the organization's objectives. It meets twice a year: the summer session includes all Members and is hosted by a Member organization; the December session is limited to Active Members and is held in Geneva.

The General Assembly elects the members of the Executive Board, approves the strategy, the budget, the annual accounts of the past year, and the annual reports of the boards and committees.

## EXECUTIVE BOARD

The Executive Board is responsible for ensuring the implementation of the EBU's strategy and policy. Its 11 members are senior representatives of Member broadcasters and are elected by the General Assembly for a two-year tenure. The Executive Board meets around seven times a year.

The Board is currently chaired by Jean-Paul Philippot (RTBF). Claudio Cappon (RAI) is the EBU Vice-President and holds the second highest seat on the Executive Board.

The Board appoints the EBU Director General and the directors, and proposes the admission or expulsion of Members to the General Assembly. It defines the EBU's position on major regulatory issues as well as EBU policy on matters of strategic importance.

Five bodies report directly to the Executive Board: the Audit Committee and the Personnel Committee (advisory bodies), the Statutes Group and the Finance Group (experts groups) and the Operations Council. The members of the Audit Committee and the Personnel Committee are all members of the Executive Board. The Operations Council reports to the Board on all operational matters.

## MANAGEMENT

The Director General manages the EBU, carries out the strategy as approved by the General Assembly, and takes responsibility for achieving EBU objectives. Directors report to the Director General.

## ANNUAL SPECIALIZED ASSEMBLIES

Full participation of Members in the EBU's activities is ensured, in particular, through specialized Assemblies in all major sectors: radio, television, sports, news, technical, legal & public affairs, human resources and finance. The Assemblies provide Members with the opportunity to explore major strategic themes, to network and exchange information about studies, projects and expertise. The Assemblies elect committee members and approve their respective annual objectives.

## COMMITTEES

The Radio, Television, Sports, News, Technical and Legal & Policy committees, with a limited interdisciplinary membership, provide direction for strategic or operational activities.

## EXPERTS GROUPS

In all sectors of the EBU's activities, Members interact and contribute to the work of the organization through experts groups. Participation is open to all Members and brings together specialists on specific topics to achieve a particular goal. Through collaboration, experts groups achieve consensus, adopt positions and exert influence.

## RECENT DEVELOPMENTS

The EBU News Assembly held in Cascais, Portugal, in November 2011, elected Asun Gómez-Bueno (TVE) to the chairmanship of the News Committee. Gómez-Bueno has worked at TVE for 22 years and is director of TVE's rolling news channel, Canal 24 Horas. Since joining TVE, she has worked alongside the Eurovision News Exchange, joining the Editorial Subcommittee before becoming its Chairwoman in 2009. EBU Director General Ingrid Deltenre paid tribute to outgoing News Committee Chairman Hans Laroës (NOS), and Vice-Chairman Steen Rabing Christensen (DR) for their 'outstanding contributions' to building the EBU News Committee.

The EBU Sports Assembly held in Florence in October 2011 elected a new EBU Sports chairmanship. The new Chairman is Sven Lescuyer (France Télévisions); Vice-Chairs are Natalia Tolkacheva (RTR), Csaba Schulek (MTV Hungary) and Jan Rosendal (DR). The meeting was also an opportunity to express appreciation to Arthur Haechler, who stepped down as Chairman of the EBU Sports Assembly after more than 10 years of service, as well as former Vice-Chairmen, Tor Aune and Iordan Todan.

The EBU's Legal & Public Affairs Assembly was held on 19 & 20 April 2012 under the chairmanship of Peter Weber (ZDF). Elections were held to fill the vacancies on the Legal & Policy Committee. Malte Lind (STR/SR) was elected Vice-Chairman, and the other vacant seats on the committee went to Guillaume Gomis (GRF/SRF), Khalid Hadadi (UKIB/C4), Sarah Jones (BBC) and Josef Lusser (ORF).

Following the departure from the BBC of the Chairman of the Statutes Group, Nicholas Eldred, the Executive Board decided to appoint Krzysztof Wojciechowski (PRT/TVP) as successor, at its meeting on 1 December 2011.

Owing to committee changes, the OPC voting members are Ismo Silvo (OPC Chairman; YLE); Grazyna Baczyńska (TVP); Peter Boudgoust (ARD); Gilles Marchand (RTS); David Murray (BBC); Giuseppe Pasciucco (RAI). Alexander Wrabetz (ORF) sits on the OPC as a representative of the Executive Board along with Sven Lescuyer (GRF/FT) as Chairman of the Sports Committee, and Asun Gómez-Bueno (TVE) as Chairwoman of the News Committee. Ingrid Deltenre, in her capacity as EBU Director General, sits on the OPC as a non-voting member.

# ORGANIZATIONAL STRUCTURE

## EBU **GENERAL ASSEMBLY**

### SPORTS ASSEMBLY

### SPORTS COMMITTEE

Sven Lescuyer (GRF/FT)  
Csaba Schulek (MTV)  
Natalia Tolkacheva (RTR)  
Jan Rosendal (DR)  
Michael Amsinck (ZDF)  
Christian Blankenburg (ARD)  
Jean Broglie (SRG SSR)  
Robert Foster (BBC)  
Yolanda García (RTVE)  
Ignacio Gómez-Acebo (RTVE)  
Christa Kurzweil (ZDF)  
David Murray (BBC)  
Jean-Michel Orion (GRF/FT)  
Giuseppe Pasciucco (RAI)  
Maria Cristina Sandor (RAI)  
Ioan Todan (TVR)  
Klaus Werner Schulz (ARD)

### NEWS ASSEMBLY

### NEWS COMMITTEE

Asun Gómez-Bueno (TVE)  
Benoit Balon-Perin (RTBF)  
Gudrun Gutt (ORF)  
Sarah Ward-Lilley (BBC)  
Grazyna Baczyńska (TVP)  
Geertje Bal (VRT)  
Oznur Cakir Dogan (TRT)  
Morana Kasapovic (HRT)  
Reijo Lindroos (YLE)  
Ed Mulhall (RTE)\*  
Ingrid Thörnqvist (SVT)  
Gerard Van den Broek (NOS)  
Michael Wegener (ARD)  
\* Retired April 2012

### LEGAL & PUBLIC AFFAIRS ASSEMBLY

### LEGAL AND POLICY COMMITTEE

Peter Weber (ZDF)  
Malte Lind (SR)  
Jürgen Burggraf (ARD)  
Guillaume Gomis (GRF/SRF)  
Khalid Hadadi (UKIB/C4)  
Louis Heinsman (NPO)  
Sarah Jones (BBC)  
Nathalie Léger (GRF/FT)  
Salvatore Lo Giudice (RAI)  
Josef Lusser (ORF)  
Todor Malenzanski (MKRTV)  
Lidia Márton (MTV)  
Simona Martorelli (RAI)  
Olav Nyhus (NRK)  
Jean-Pierre Vanden Dorpe (RTBF)  
Lut Vercruyse (VRT)  
Krzysztof Wojciechowski (TVP)

### SPORTS RIGHTS BOARD

Ingrid Deltenre (Chairwoman)  
Stefan Kuerten  
Harald Dietz (SWR/ARD)  
Yolanda García Cuevas (RTVE)  
Sven Lescuyer  
(Chairman, Sports Committee)  
Giuseppe Pasciucco (Nominee,  
Eurovision Operations Council)  
Roger Mosey  
(Nominee, Executive Board)  
Daniel Jorio  
(Chairman, Finance Group)

### FINANCE GROUP

Daniel Jorio (SRG SSR)  
Mehmet Canpolat (TRT)  
Jean Copsidas (FT)  
Brian Galea (PBS)  
Viktor von Oertzen (ARD/SWR)  
Beverley Tew (BBC)

### STATUTES GROUP

Krzysztof Wojciechowski  
(PRT/TVP)  
Peter Weber (ZDF)  
Sylvie Courbarien Le Gall  
(GRF/FT)  
Giacomo Ghisani (RV)  
Olav Nyhus (NRK)  
Kirsī-Marja Okkonen (YLE)  
Ronald Vecht (NPO)

## EXECUTIVE BOARD\*

Jean-Paul Philippot  
(President, RTBF)

Claudio Cappon  
(Vice-President, RAI)

Cilla Benkő (SR)

Petr Fedorov (RTR)

Zeynel Koc (TRT)

Roger Mosey (BBC)

Marija Nemicic (HRT)

Rémy Pflimlin (FT)

Markus Schächter (ZDF)

Alexander Wrabetz (ORF)

\* The Board mandate of Teresa Pignatelli ended in December 2011. A successor will be elected at the 2012 Summer General Assembly.

## TELEVISION ASSEMBLY

## TELEVISION COMMITTEE

Ruurd Bierman (NPO)  
Steve Carson (RTE)  
Jean Philip De Tender (VRT)  
Riitta Pihlajamäki (YLE)  
Christian Blankenburg (ARD)  
Ennio Chiodi (RAI)  
Fatima El Moumen (SNRT)  
Sylvie Faiderbe (MFP)  
Arne Helsingin (NRK)  
Federico Llano (TVE)  
Maria Nadolna (TVP)  
Ekaterina Orlova (RTR)  
Kate Phillips (BBC)

## RADIO ASSEMBLY

## RADIO COMMITTEE

Alain Massé (GRF/SRF)  
Graham Ellis (BBC)  
Miha Lamprecht (RTVSLO)  
Jan Westerhof (NPO)  
András István Demeter (ROR)  
Clare Duignan (RTE)  
Francis Goffin (RTBF)  
Christian Gramsch (DW)  
Josep Maria Martí (SER)  
Zoran Mihajlović (HRT)  
Marc Savary (SSR)  
Sergio Valzania (RAI)

## TECHNICAL ASSEMBLY

## TECHNICAL COMMITTEE

Alberto Morello (RAI)  
Klaus Illgner-Fehns (ARD/  
ZDF-IRT)  
Arlid Hellgren (NRK)  
Kazimir Bacic (HRT)  
Andy Bower (BBC)  
Carlos Gomes (RTP)  
Jorma Laiho (YLE)  
Yves Le Bras (GRF/FT)  
Igor Orlov (RTR)  
Thomas Saner (SRG SSR)  
Egon Verharen (NPO)  
Pere Vila Fumàs (RTVE)  
Petr Vitek (CT)

\* A new Technical Committee  
will be elected at the EBU  
Technical Assembly in June.

## Eurovision Operations Council

Ismo Silvo (YLE)  
Alexander Wrabetz (for the  
Executive Board)  
Sven Lescuyer (GRF/FT)  
(Chairman, Sports Committee)  
Asun Gómez-Bueno  
(Chairwoman, News Committee)  
Grzyna Baczyńska (TVP)  
Peter Boudgoust (ARD)  
Gilles Marchand (RTS)  
David Murray (BBC)  
Giuseppe Pasciucco (RAI)

## PERSONNEL COMMITTEE

Marija Nemicic (HRT)  
Petr Fedorov (RTR)  
Rémy Pflimlin (GRF/FT)  
Markus Schächter (ZDF)

## AUDIT COMMITTEE

Claudio Cappon (RAI)  
Cilla Benkő (SR)  
Zeynel Koc (TRT)  
Alexander Wrabetz (ORF)

## DIRECTOR GENERAL PERMANENT SERVICES

## EBU ACTIVE MEMBERS

### Albania

- Radiotelevisione Shqiptar

### Algeria

- Entreprise Nationale de Télévision / Entreprise Nationale de Radiodiffusion Sonore / Télédiffusion d'Algérie

### Andorra

- Ràdio i Televisió d'Andorra, S.A.

### Armenia

- Public Television & Radio Armenia, comprising:
  - Public Television of Armenia
  - PR Public Radio of Armenia

### Austria

- Österreichischer Rundfunk

### Azerbaijan

- Ictimai

### Belarus

- Belaruskaja Tele-Radio Campanija

### Belgium

- Vlaamse Radio- en Televisieomroep and Radio Télévision Belge de la Communauté française

### Bosnia-Herzegovina

- Javna Radio Televizijska servis Bosnia i Hercegovine

### Bulgaria

- Bâlgarsko Nacionalno Radio
- Bâlgarska Nacionalna Televizija

### Croatia

- Hrvatska Radiotelevizija

### Cyprus

- Cyprus Broadcasting Corporation

### Czech Republic

- Český Rozhlas
- Česká Televize

### Denmark

- DR
- TV2/Denmark

### Egypt

- Egyptian Radio & Television Union

### Estonia

- Eesti Rahvusringhääling

### Finland

- MIV Oy
- Oy Yleisradio Ab

### France

- Groupement des Radiodiffuseurs français de l'UER, comprising the following organizations:
  - Télévision Française 1
  - France Télévisions (France 2, France 3, France 4, France 5 and Réseau France Outre-mer)
  - Canal Plus
  - Radio France Internationale
  - Radio France
  - Europe 1

### Georgia

- Georgian TV & Radio Broadcasting

### Germany

- Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland\* (ARD), comprising the following organizations:
  - Bayerischer Rundfunk
  - Hessischer Rundfunk
  - Mitteldeutscher Rundfunk
  - Norddeutscher Rundfunk
  - Radio Bremen
  - Rundfunk Berlin-Brandenburg
  - Saarlandischer Rundfunk
  - Südwestrundfunk
  - Westdeutscher Rundfunk
  - Deutsche Welle
  - DeutschlandRadio
  - Zweites Deutsches Fernsehen

### Greece

- Elliniki Radiophonia-Tileorassi SA

### Hungary

- Magyar Rádió
- Magyar Televízió

### Iceland

- Ríkisútvarpid

### Ireland

- Raidió Teileafís Éireann
- Teilifís na Gaeilge

### Israel

- Israel Broadcasting Authority

### Italy

- RAI-Radiotelevisione Italiana

### Jordan

- Jordan Radio & Television Corporation

### Latvia

- Latvijas Televīzija
- Latvijas Radio

### Lebanon

- Télé-Liban

### Libya

- Libyan Jamahiriya Broadcasting

### Lithuania

- Lietuvos Radijas ir Televizija

### Luxembourg

- CLT Multi Media
- Établissement de Radiodiffusion Socioculturelle du Grand-Duché de Luxembourg

### Former Yugoslav Rep. of Macedonia

- MKRTV

### Malta

- Public Broadcasting Services Ltd

### Moldova

- Teleradio-Moldova

### Monaco

- Groupement de Radiodiffusion monégasque, comprising:
  - Radio Monte-Carlo
  - Télé Monte-Carlo
  - Monte-Carlo Radiodiffusion

### Morocco

- Société Nationale de Radio Télévision

### Montenegro

- Radiotelevizija Crne Gore

### Netherlands

- Nederlandse Publieke Omroep, comprising:
  - Algemene Omroepvereniging AVRO
  - Omroepvereniging BNN
  - Vereniging De Evangelische Omroep
  - Katholieke Radio Omroep
  - Omroep MAX
  - Nederlandse Christelijke Radio Vereniging
  - Nederlandse Omroep Stichting
  - NTR
  - TROS
  - Omroepvereniging VARA
  - Omroepvereniging VPRO

### Norway

- Norsk Rikskringkasting

- TV 2 AS

### Poland

- Polskie Radio i Telewizja:
  - Telewizja Polska SA
  - Polskie Radio SA

### Portugal

- Rádio e Televisão de Portugal

### Romania

- Societatea Română de Radiodifuziune
- Societatea Română de Televiziune

### Russian Federation

- Channel One Russia
- Radio Dom Ostankino, comprising:
  - Radio Mayak
  - Radio Orpheus
  - Radio Voice of Russia
- Rossijskoe Teleradio

### San Marino

- San Marino RTV

### Serbia

- Radiotelevizija Srbije

### Slovakia

- Rozhlas a televízia Slovenska

### Slovenia

- Radiotelevizija Slovenija

### Spain

- Radio Popular SA COPE
- Corporación de Radio y Televisión Española S.A.
  - Sociedad Mercantil Estatal Televisión Española S.A.
  - Sociedad Mercantil Estatal Radio Nacional de España S.A.
  - Sociedad Española de Radiodifusión

### Sweden

- Sveriges Television och Radio Grupp, comprising:
  - Sveriges Television AB
  - Sveriges Radio AB
  - Swedish Educational Broadcasting Company
  - TV4

### Switzerland

- SRG SSR

### Tunisia

- Radio Tunisienne et Télévision Tunisienne
  - Radio tunisienne
  - Télévision tunisienne

### Turkey

- Türkiye Radyo-Televizyon Kurumu

### Ukraine

- Natsionalna Radiokompanija Ukrayn and Natsionalna Telekompanija Ukrayn

### United Kingdom

- British Broadcasting Corporation
- United Kingdom Independent Broadcasting, comprising:
  - Independent Television: The Network Centre, grouping:
    - ITV Anglia Television
    - ITV Border Television
    - ITV Central Television
    - Channel Television
    - ITV Granada Television
    - STV Central
    - ITV Wales Television
    - ITV West Television
    - ITV London Television
    - ITV Meridian Television
    - STV Central
    - STV North
    - ITV Tyne Tees Television
    - Ulster Television
    - ITV Westcountry Television
    - ITV Yorkshire Television
    - Channel 4, Sianel 4 Cymru

### Vatican State

- Radio Vaticana

## EBU ASSOCIATE MEMBERS

### Australia

- Australian Broadcasting Corporation
- Free TV Australia
- Special Broadcasting Service Corporation

### Bangladesh

- National Broadcasting Authority of Bangladesh

### Brazil

- Rádio Cultura (Fundação Padre Anchieta)

**Canada**

- Canadian Broadcasting Corporation / Société Radio Canada

**Chile**

- Corporación de Televisión de la Universidad Católica de Chile (Canal 13)

**China**

- China Central Television

**Cuba**

- Instituto Cubano de Radio y Televisión

**Georgia**

- Telemedi
- Rustavi 2

**Hong Kong**

- Radio Television Hong Kong
- Television Broadcasts Ltd

**India**

- All India Radio

**Iran**

- Islamic Republic of Iran Broadcasting

**Japan**

- Fuji Television Network Inc.
- National Association of Commercial Broadcasters in Japan
- Nippon Hoso Kyokai
- Tokyo Broadcasting System Inc.
- Tokyo FM Broadcasting Co. Ltd

**Korea (Republic of)**

- Korean Broadcasting System

**Malaysia**

- Radio Television Malaysia

**Mauritania**

- Télévision de Mauritanie

**Mauritius**

- Mauritius Broadcasting Corporation

**New Zealand**

- Radio New Zealand
- Television New Zealand Ltd

**Oman**

- Oman Directorate General of Radio & Television

**Qatar**

- Al Jazeera Children's Channel

**South Africa**

- South African Broadcasting Corporation

**Syria**

- Organisme de la Radio-Télévision Arabe Syrienne

**United States**

- Capital Cities/American Broadcasting Companies Inc.
- CBS Inc.
- National Public Radio
- National Broadcasting Company Inc.
- New York Public Radio
- American Public Media
- WFMT

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**Caribbean Broadcasting Union**  
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- JP "MRD"(Macedonia Broadcasting)
- Russian TV & Radio Broadcasting Network
- TV5

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